

**Supplement Two**  
to  
**Commander's Handbook**  
for an  
**Effects-Based Approach**  
to  
**Joint Operations**  
**(Operational Net Assessment)**



**Joint Warfighting Center**

**Joint Concept Development and  
Experimentation Directorate**

**Standing Joint Force Headquarters**

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# SUPPLEMENT TWO

## OPERATIONAL NET ASSESSMENT

### 1. Introduction

a. JFCOM has employed Operational Net Assessment (ONA) as a prototype to develop “**effect to node to action to resource**” linkages using **system-of-systems PMESII** (political, military, economic, social, infrastructure, and information) analysis. While ONA represents one technique to gain a systems perspective, **this technique is not inherent to the effects-based approach**. This handbook supplement exists because of ONA’s historical relationship with the more expansive Effects-based Operations (EBO) concept and the continued use of ONA and its products by some combatant commands.

b. ONA integrates people, processes, and tools that use multiple information sources and collaborative analysis to build a common, shared, holistic knowledge base of the operational environment (Figure 1). ONA focuses on the theater-strategic and operational levels, and it consists of both processes and products intended to significantly enhance both contingency and crisis-action effects-based planning. ONA considers how to employ

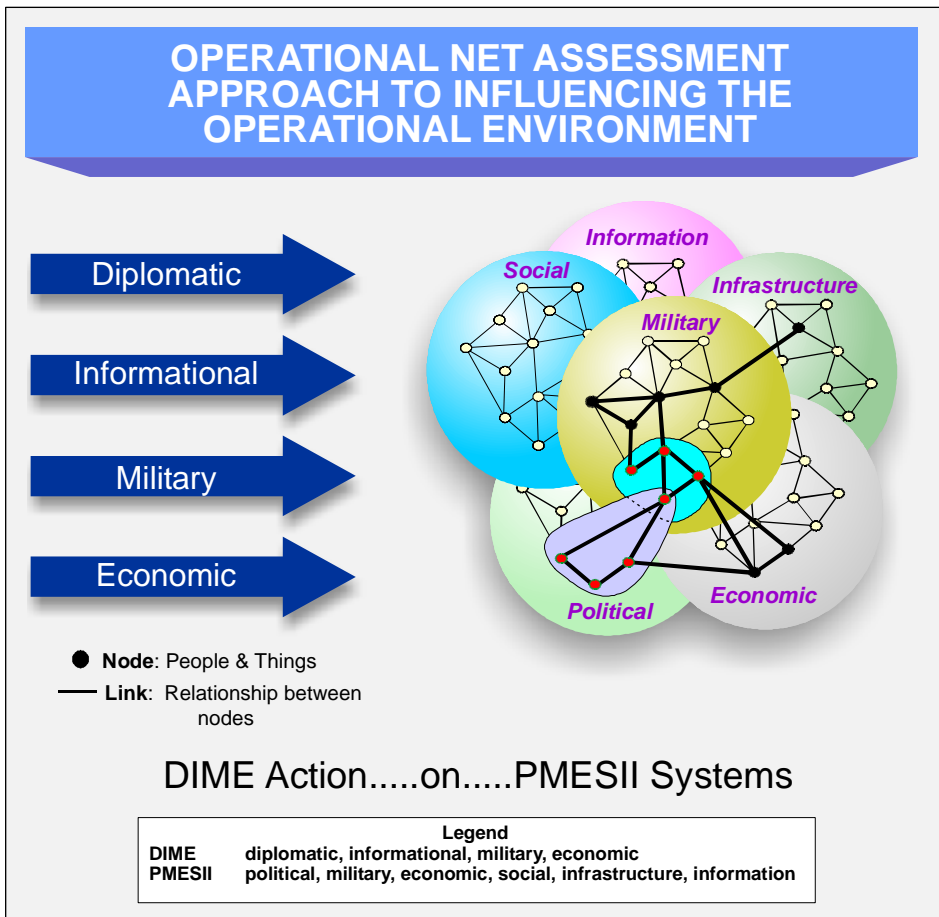


Figure 1. Operational Net Assessment Approach to Influencing the Operational Environment

friendly instruments of power to achieve desired effects relative to the operational environment's PMESII systems.

c. ONA is not a substitute for current intelligence, operations, or logistical planning processes. ONA supports effects-based planning, effects assessment, and other existing processes—such as JIPB—by proposing options expressed in terms of **effect-node-action-resource linkages**, thus deepening the JFC's knowledge of friendly forces and the adversary. This knowledge calls for persistent and habitual collaboration among subject matter experts from a wide variety of organizations, such as those from interagency centers of excellence, as well as traditional military organizations. Analysts (trained to integrate multiple intelligence and information sources which address the interrelated “systems” within an OA) are key to the effort to produce the baseline ONA.

## 2. Processes and Products

a. The ONA process begins when the CCDR designates a “focus” or planning area within the OA. The initial effort for a focus area “baseline” ONA is the development of a **SoSA**—an important sub-process of ONA—which populates the ONA with data on PMESII systems and their organization, characteristics, and relationships.

b. ONA products are based on a SoSA and the understanding of key relationships, dependencies, strengths, and vulnerabilities within and between the adversary's PMESII elements. These products identify leverage points—key nodes, and links that can be acted upon to influence the adversary's behavior, capabilities, perceptions, and decision-making. This assessment, combined with knowledge of friendly capabilities and the battlespace, allows for development of a range of options from which decision makers can choose to achieve desired outcomes.

c. ONA supports effects-based planning by helping the JFC and planners answer the question, “How do we create the necessary understanding of the operational environment, the enemy as an adaptive entity within that environment, and ourselves so we can determine how to most effectively and efficiently influence a potential adversary's perceptions, capabilities, behavior, and decision making?”

d. Development of the ONA is a continuous process that synthesizes and integrates existing information from across commands, the interagency, and coalition communities into actionable knowledge. It incorporates a comprehensive and integrated system-of-systems understanding of the operational environment's PMESII systems from both classified and unclassified sources. **The principal product of the ONA is a pre-analyzed range or menu of options in the form of effect-node-action-resource linkages that reside in an automated database.** From these, planners can select specific linkages to develop COAs in order to help the JFC focus capabilities to produce decisive effects within specified timelines.

e. Using the planning tool associated with the ONA database, planners and operators identify and sequence—for each effect—the diplomatic, information, military and economic (DIME) actions and associated resources relative to key nodes (persons, places or things that are fundamental system elements which are coupled to effects) within PMESII systems of the operational environment. The purpose of these DIME actions against nodes in PMESII systems is to persuade, coerce, or compel an adversary to behave in a manner that conforms to US strategic objectives by creating effects that change that adversary's behavior and/or capabilities.

f. As part of the ONA process, USJFCOM, uses the following PMESII construct to describe the major systems and subsystems that comprise today's operational environment. (Figures 2 through 7)

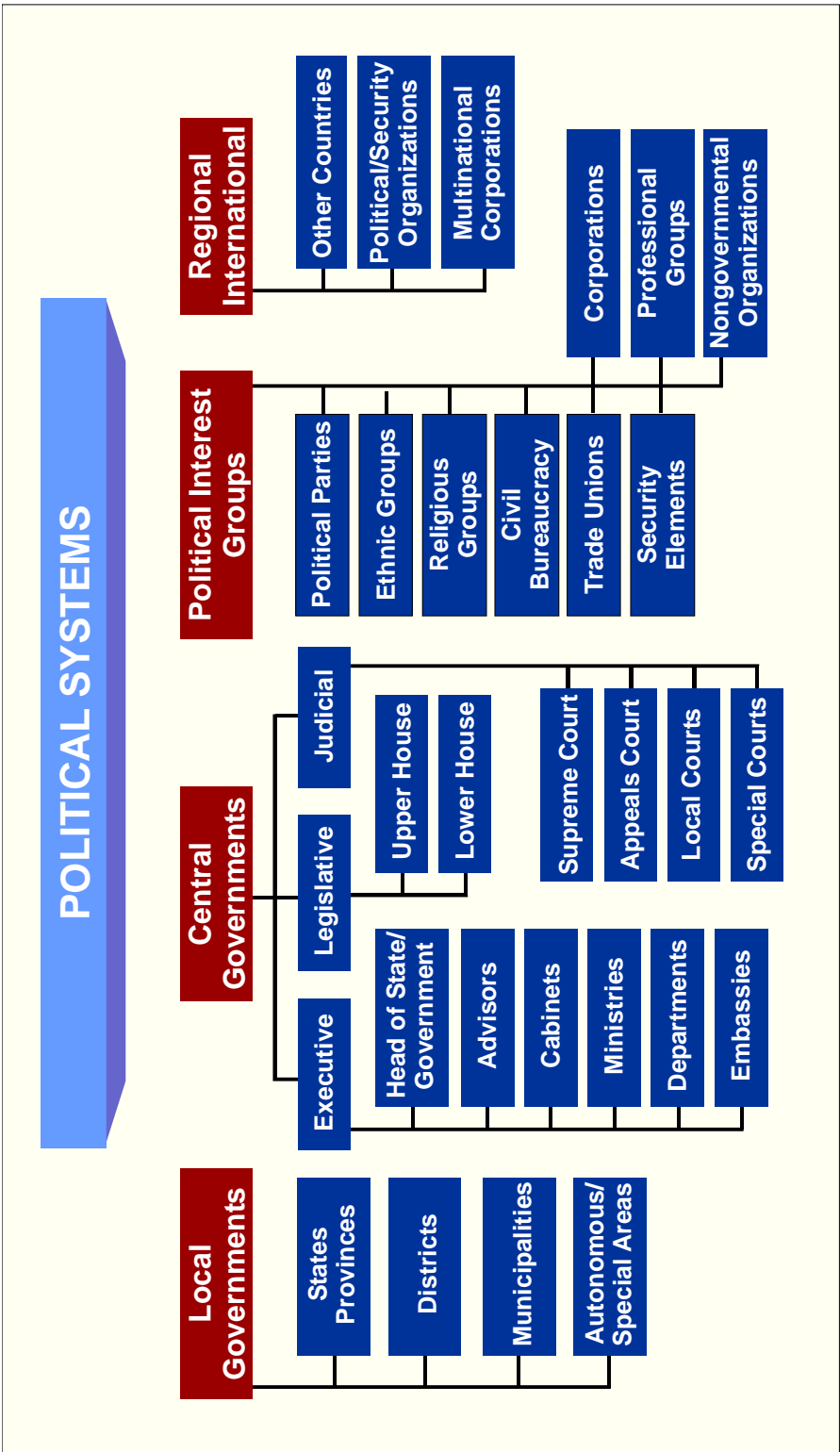


Figure 2. Political Systems

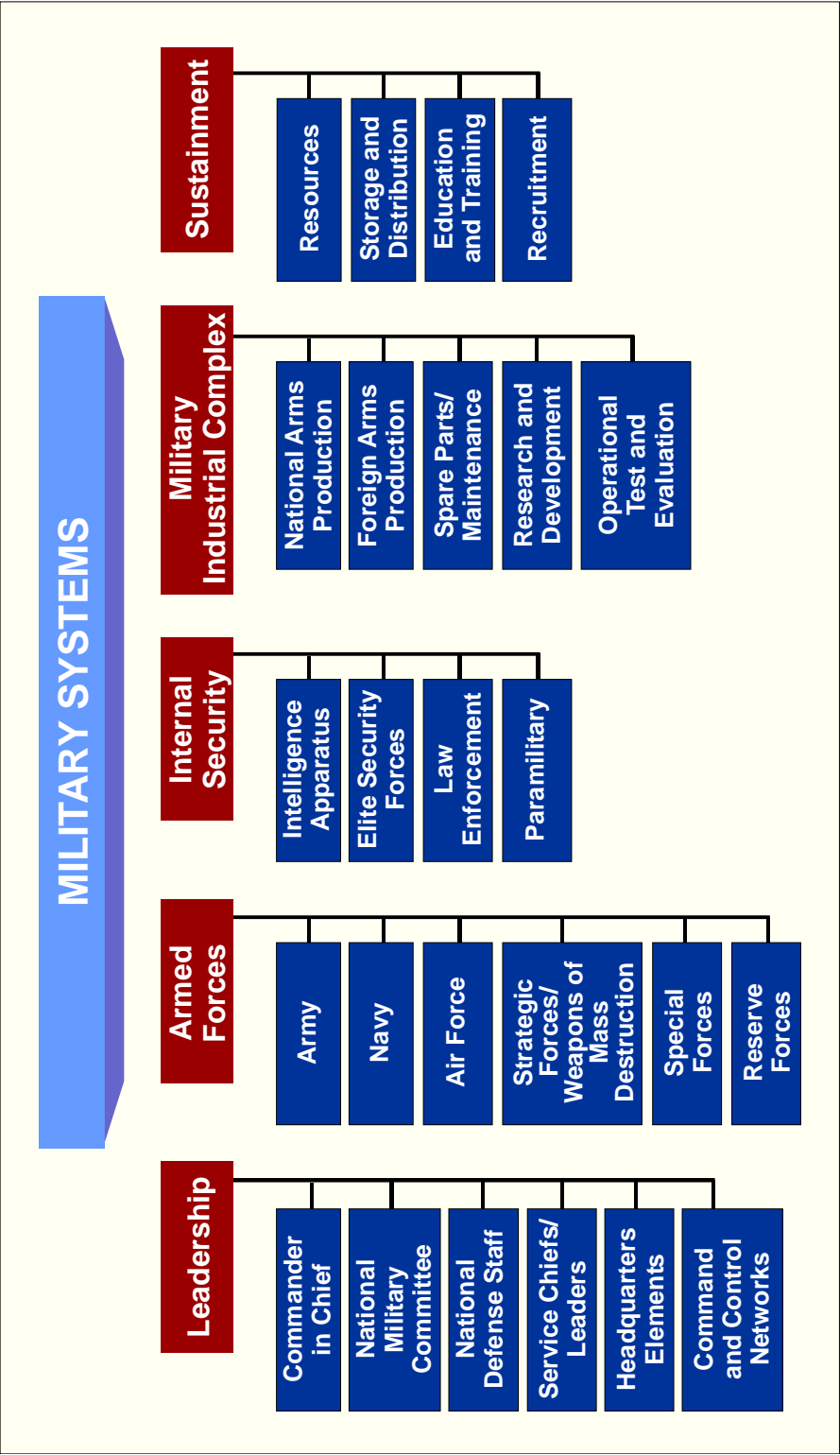


Figure 3. Military Systems

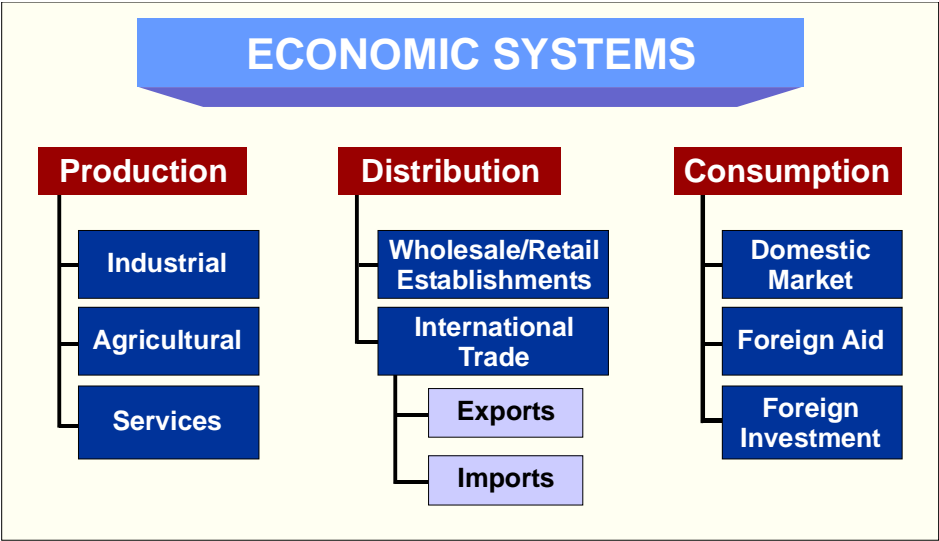


Figure 4. Economic Systems

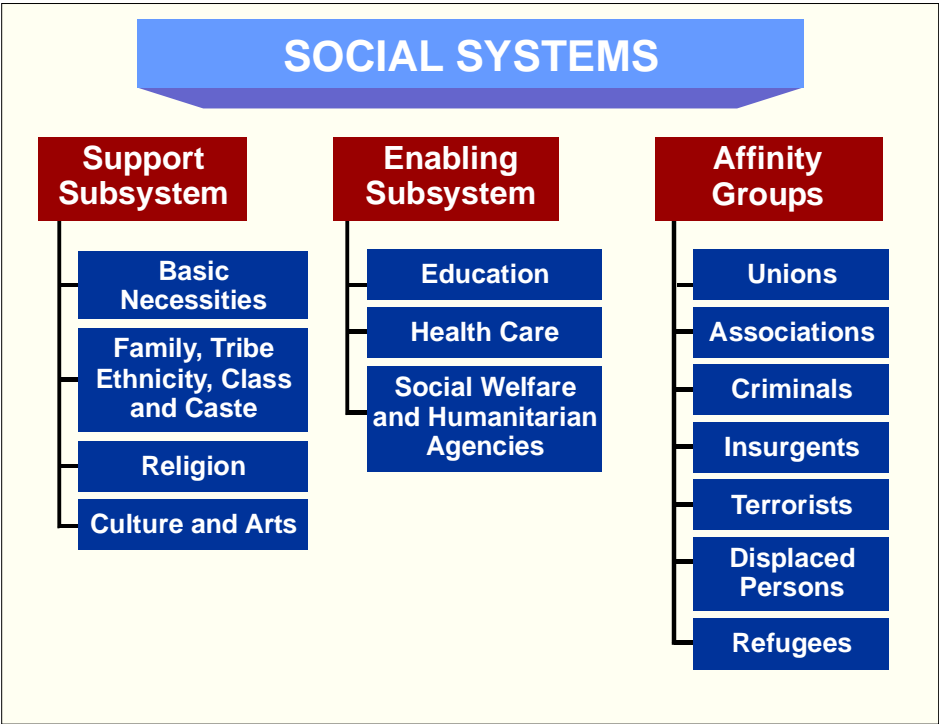


Figure 5. Social Systems

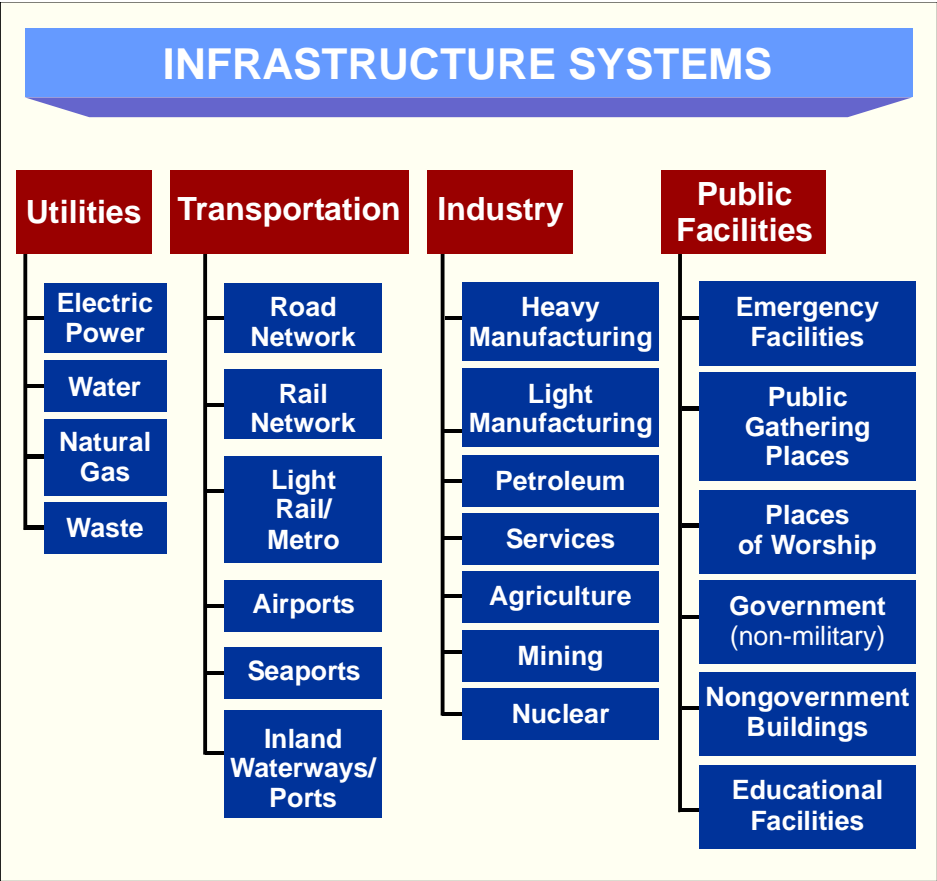


Figure 6. Infrastructure Systems



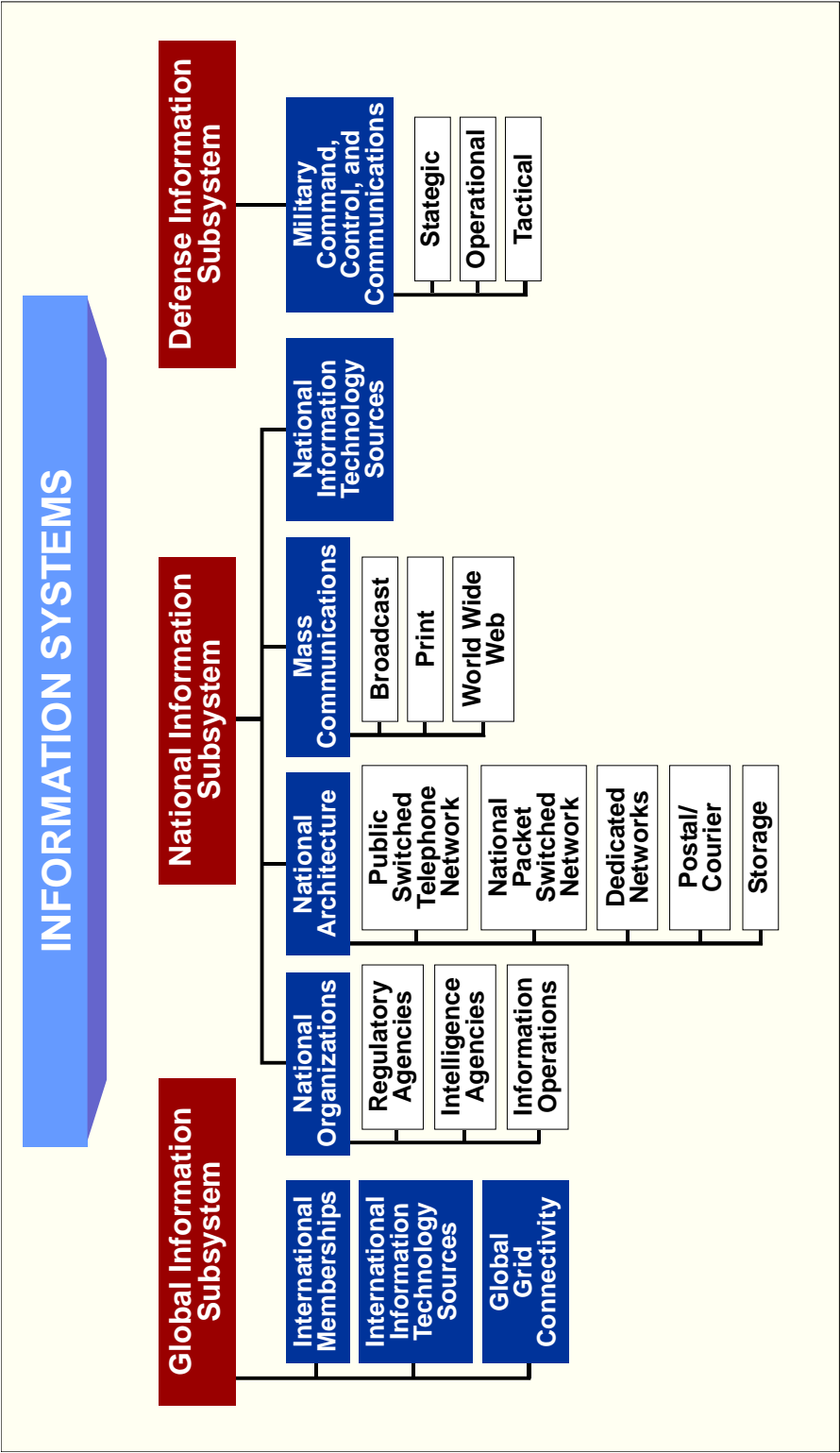


Figure 7. Information Systems

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